

Student Employment Manual for Job Managers

July 2025

Contents

Abbreviations In This Manual	3
Primary Responsibilities of the Job Manager	3
Compliance-Related Responsibilities	3
Additional Supervisor Responsibilities	4
Employment Policies	4
Commitment to Diversity	4
Substance-Free Workplace	4
Employment Programs	5
Federal Work-Study (FWS)	5
Bentley Work Program (BWP)	5
Grant-Funded Positions	5
Graduate Assistantships	6
Summer Employment	6
Hiring Student Employees	6
Creating a Job Requisition	6
Posting/Unposting a Job	7
Reviewing Applications	7
Interviewing Students	7
Rehiring	8
Offering a Job	8
Job Offer Letter Template	9
Student Time Entry Statement (from Offer Letter)	9
Bentley Student Confidentiality Statement (from Offer Letter)	10
Onboarding Students	10
International Students	11
Paying Student Employees	12
Pay Classification Definitions	12
Position Reclassification	13
Payroll	13

Budget Monitoring	14
Changes in a Financial Aid Award	14
Changes in Pay Rate	14
Other Employment Information	15
University and Federal Limitations	15
Exceptions to Maximum Hours Limitation	15
Student Employee Responsibilities	16
Rest Breaks/Lunches.....	16
Performance Evaluations.....	16
Disciplinary Procedures and Terminating Employment	17
Immediate Dismissal.....	17
Resignations	18
Bias Incidents	18
Judicial Procedures	18
First Written Warning Letter (Sample)	19
Final Written Warning Letter (Sample)	20
Employment Verifications and Personal References	20
Employment Verification	20
Personal Reference	21
Reports for Job Managers	21

Abbreviations In This Manual

JM – Job Manager
SEO – Student Employment Office
SEM – Student Employment Manager
FWS – Federal Work Study
BWP – Bentley Work Program

Primary Responsibilities of the Job Manager

As a Job Manager (JM) at Bentley, you have the opportunity to hire students to perform work for you in your department. The Student Employment Office (SEO) provides the means for you to find, hire, and manage students. Bentley participates in the Federal Work Study (FWS) program and students who demonstrate financial need are often assigned FWS as part of their total financial aid award. Because of this, Bentley gives priority to FWS students each fall in the job search process, particularly new undergraduate students who often need help navigating the job search process. New and continuing students who do not have a Federal Work Study award will not be able to access open positions until the Student Employment Office (SEO) is satisfied that all FWS students who want to work on campus have found a position. The Student Employment Manager (SEM) connects with FWS students once the fall term begins to monitor progress in finding positions. Generally, positions open up to all students in early November. We appreciate your cooperation with this process and for giving priority to students with FWS, as it is often essential for these students to work to be able to meet the cost of attendance at Bentley.

Compliance-Related Responsibilities

The SEO provides tools and information to help you find and hire students efficiently. As a Job Manager, you are expected to adhere to federal laws and Bentley policies outlined in this manual. The most important policies for Job Managers to be aware of are the following:

- Job Managers may not allow students to start working until they have completed all of their onboarding requirements, including I-9 employment verification. There are no exceptions to this policy. Job Managers have access to a Workday report (Student Employee Onboarding Status report), which clearly shows the progress students have made toward completion of onboarding tasks (see section on Onboarding Students for more details).
- Job Managers may not allow students to work more than 20 hours a week when classes are in session and no more than 40 hours per week when classes are not in session (see section on Exceptions to Maximum Hours Limitation).
- Job Managers may not allow students to work during their scheduled class time. The only exception is when a professor cancels class. JMs will have access to a Workday

report (Student Employee Class Schedule) showing the class meeting times for their student employees.

Additional Supervisor Responsibilities

- Set ground rules up front regarding scheduling and planning for schedule changes.
- Be clear about job responsibilities and expectations of the student.
- Provide training, instruction and supervision.
- Monitor weekly hours in relation to a student's Federal Work Study award, if applicable.
- Affirm that student employees understand the importance of maintaining confidentiality about student (and parent) information.
- Approve bi-weekly time sheets and confirm that the hours submitted are accurate and that students are not paid for time that they do not work (like vacations, holidays and lunch breaks).

If you are a Job Manager who performs the hiring process but are not the person who will directly supervise or approve time sheets for the student, you must notify Student Employment by email at sehelp@bentley.edu with the name of the student, the current Job Manager, and the new Job Manager who will be approving time sheets.

Employment Policies

Employment policies at Bentley cover all employees, including student employees. Please use these links for more information on employment policies at Bentley:

[Americans with Disabilities Act Policy](#)

[EEO and Non-Discrimination Policy](#)

[Sexual Harassment Policy](#)

[Workplace Discrimination, Harassment, and Bullying Policy](#)

Commitment to Diversity

The University is committed to offering a quality education to students of all races and economic backgrounds. Diverse student populations enrich one's educational experience, by providing the opportunity to interact with students from different states, countries, races, cultures, religions, identities and interests.

Substance-Free Workplace

Bentley University retains the right and responsibility to expect each employee to report to work and perform his or her duties in a manner that will not jeopardize the health and safety of co-workers or students. Anyone working while under the influence of alcohol or illegal drugs, or who possesses or consumes alcohol or illegal drugs on the job or in the workplace is subject to University disciplinary action, up to and including dismissal from the

University. Any illegal substances found on the job will be turned over to the appropriate law enforcement agency.

Employment Programs

Federal Work-Study (FWS)

Federal Work Study is a need-based federal student aid program that is awarded to Bentley students as part of their financial aid package. To be eligible, students must complete the Bentley financial aid application process, which includes the Free Application for Federal Student aid (FAFSA) and the College Scholarship Service Profile application. Eligibility is determined by the Office of Financial Assistance using Federal and Institutional Methodologies and assessing the level of financial need. Priority is given to students with significant financial need who submit their financial aid application by the published deadlines. The University expects that each department will strive to spend at least 70% of its academic year student employment budget on students with FWS.

The federal government provides an annual allocation that covers 75% of student wages and the University matches the remaining 25%. Once the federal allocation and match have been met, Bentley funds 100% of wages. As a federal program, FWS is governed by a series of federal regulations. Income earned through FWS reduces the student's total income on the financial aid application when determining student contribution for financial assistance in the next aid year. Students who earn more than their allotted FWS award will be required to report the excess earnings as taxable income on their financial aid application.

Bentley Work Program (BWP)

The Bentley Work Program (BWP) is funded entirely by Bentley University. Once jobs are open to students without an FWS award, the SEM will indicate in Workday that the student is eligible to work on campus and they will then be able to apply for open positions. Students do not need to demonstrate financial need to work through BWP. Income earned through BWP must be reported on financial aid applications and may affect a student's financial aid eligibility in future years.

Grant-Funded Positions

When posting a student employment position that is funded by an external grant, it is important to designate the job as grant-funded through the job posting process. If the job has a strict number of hours (or dollar amount) that cannot be exceeded, you will need to keep track of the hours/pay on your own. Workday does not support capping hours or total pay. You can contact Payroll for access to a report that will give you information on a student's total hours/pay.

In addition, FICA cannot be charged to grant-funded positions. There isn't a process currently in Workday that identifies grant-funded positions for Payroll. In this situation, the

best practice is to send an email to HumanResources@bentley.edu to notify HR that a student's record needs to be flagged for FICA not to be taken out. Payroll and Human Resources have a Workday report to monitor these cases before each payroll runs, but your help in proactively identifying these situations is extremely helpful.

Graduate Assistantships

Graduate Assistantships (a form of merit aid) are awarded during the graduate admission process. Graduate Assistants are subject to the terms and conditions specified with their merit award in addition to these general guidelines for student employment. While some student employment positions may include "Graduate Assistant" of some sort in the title, those positions are separate and distinct from the merit-based assistantships that are awarded through the admission process.

Summer Employment

The summer is a separate employment period from the academic year. Pay ranges are typically higher just for the summer and students are able to work up to 40 hours per week. If you intend to hire students for the summer, plan to start the job posting process no later than mid-April to ensure visibility of the job opportunity. Federal Work Study is not available for the summer, so there is no waiting period for summer jobs to be open to all students. Students must apply for summer jobs, even if the job is the same one they worked during the academic year.

Even though students are eligible to work up to 40 hours per week in the summer, they are not eligible for overtime pay and should not exceed the 40-hour limit. Similar to the academic year, lunch periods and vacation time do not accrue for student employees who work in the summer. However, students do accrue sick time during the summer. Students earn one hour of sick time for every 30 hours worked (up to 40 hours sick time per year). Payroll continues on a bi-weekly schedule. Unlike the academic year, students are not exempt from Social Security taxes during the summer months.

Hiring Student Employees

The process of hiring a student employee requires several steps (business processes) in Workday, including creating a job requisition, posting a job, reviewing applicants, and making a job offer. There are several helpful [job aids](#) for these business processes.

Creating a Job Requisition

If your job does not currently exist, you need to [create a job requisition](#) so that the SEO staff can evaluate the job and assign it the proper pay classification. This function of the SEO is necessary to maintain consistency and equity across campus. Include as much detail about the job as possible. It will not only help the SEO evaluate the job properly but will help students who might potentially apply for the job know exactly what you are looking for.

Posting/Unposting a Job

Whether you are recruiting to fill openings with new students, or rehiring a student from a prior academic year, you must [post the job](#) and students must apply. Once you have completed hiring, please remember to [unpost your job](#). Many students waste time applying for jobs that are already filled. Help them be more efficient in their job search process by taking your job down as soon as you have completed hiring. If you fill the number of openings you indicated when you posted the job, it will automatically be taken down and there is no need to take any action to unpost the job.

Reviewing Applications

Once you post your job, you will begin receiving notifications in Workday that students are applying for your job. The [recruitment process](#) in Workday helps you organize and sort through applicants. In many cases, you are looking for students to cover certain shifts. When students apply for a job, we ask them to enter the days/hours that they are available as part of their application in order to help you determine the best candidates based on schedule. However, students are not required to provide this information.

Try to respond to student applicants as soon as possible. Students are allowed to apply for multiple jobs at once, but it hinders their search if they have to wait for long periods of time to hear if they are a candidate for your job. Even if you haven't finished hiring, if you know that a particular applicant is not a good fit for the position (doesn't have the qualifications, open schedule, etc.), decline them in Workday so that they can focus on other positions.

Interviewing Students

You have the option to offer an interview to a prospective student employee, and we recommend it if you are not familiar with the student. Interviewing doesn't come easy for many Job Managers, but this is an opportunity for you to get to know the student better to assess if they are a good fit for your job. It's also beneficial for the student to find out more about what the job entails before accepting an offer. It is always good practice to set the ground rules and expectations from both sides in the interview process.

Here are some sample questions for the interview that can be helpful in assessing a student's qualifications and skills:

- What interests you most about this job?
- What type of work experience have you had in general and related to this position?
- What was the most, or least interesting job you have ever had? Why?
- What kind of people do you find it most difficult to deal with?
- Do you have any special accomplishments/achievements to share?
- Do you perform best when working with others, or alone? Why?

Not all responses are required to be work-related. A special accomplishment could entail traveling cross-country over the summer, or good customer service skills may come from mediating sibling disputes. Job Managers who ask open-ended questions find that those work best when hiring a student employee. As final hiring decisions are made, it is important that supervisors clarify the responsibilities both they and the student will have. This will ensure the student employment program works effectively in your department.

Rehiring

The hiring process is streamlined somewhat if you are rehiring a student who worked for you the previous academic year. Because access to jobs in the fall is restricted to students with an FWS award, we created a work-around for rehires. Each summer, the Student Employment Manager will reach out to all Job Managers to request the names of students who will be rehired for the fall. The SEO will set indicators in Workday that will allow these students to access jobs. The job must still be posted through Workday and rehires must still complete the job application through Workday. Since you are already familiar with the student's performance and are desiring to rehire them, you can skip the interview process and move directly to the Job Offer.

A student who has worked on campus before but has not worked for you is not considered a rehire. They must have an FWS award to access jobs at the beginning of the academic year.


Offering a Job

Every student must receive an offer letter as part of the hiring process. This letter becomes part of their Workday student record. Even if you are hiring or rehiring multiple students for the same job, a unique offer letter must be created for each individual student.

When students receive their offer letter, they must review compliance requirements. By accepting the offer, they agree that they will:

- Complete all onboarding tasks prior to starting work
- Not work over 20 hours a week (or 40 hours when classes aren't in session)
- Not work during scheduled class time
- Abide by the Student Confidentiality Statement
- Abide by the Student Time Entry Statement

Job Offer Letter Template



Today

Dear .

Congratulations, you've been offered the following job:

Job Title:
Start Date:
Hourly Pay Rate:

By accepting this position, you agree to abide by federal laws and Bentley policies, as outlined below:

- I will complete all onboarding tasks in Workday prior to starting my employment (no exceptions).
- I will not work more than 20 hours per week across ALL student employment roles when classes are in session, and no more than 40 hours per week when classes are not in session.
- I will not work during my scheduled class time.
- I am responsible for accurately completing my timesheet by the payroll deadline and if I fail to meet the deadline, I understand that my pay will be delayed until the next pay period.
- I agree and adhere to the Bentley payroll policies for Student Time Entry.
- I agree to adhere to the [Bentley Student Confidentiality Statement](#).

You will be contacted regarding your work schedule and next steps. If you do not wish to accept this job, please click the "Don't Accept" button below.

Should you accept the position, you will be notified if there is any student employment paperwork that must be completed prior to your start date.

Sincerely,

Student Time Entry Statement (from Offer Letter)

- It is my responsibility to report time worked before the payroll deadline.
- I will only report the hours for which I have worked on the days that I worked in the current pay period.
- If I miss a payroll time entry deadline, I will report those hours once the time entry for that period has re-opened. I will not report the time under the current pay period.
- I will not enter time in excess of the allowable weekly maximum (20 hours when classes are in session* and 40 hours when classes are not in session).

- I will not enter time worked for break periods (required if working more than 4 continuous hours).

*Students can get permission from The Office of Student Success to work more than 20 hours per week. See section on Exceptions to Maximum Hours Limitation.

Bentley Student Confidentiality Statement (from Offer Letter)

While working with information pertaining to my student employment, I understand that I may encounter personal information about prospective and current students and alumni. I am aware that it is my responsibility to keep this information confidential.

As a student employee at Bentley University, I acknowledge the following:

- The information I work with may be confidential in nature.
- Any information disclosed to me, intentionally or otherwise, may not be discussed with anyone who is not my direct supervisor or an approved employee.
- I may not mention or refer to a student's information or situation outside of my student employment.
- I am not permitted to access office systems or information outside the scope of my duties and outside my hours of employment.
- I am not permitted to take photos or copy any images of physical or digital student records.
- I may be subject to disciplinary action, up to and including termination, if I violate this confidentiality agreement.
- I may be subject to further action by the University, depending on the nature of the confidentiality breach.

If you have additional departmental requirements, like a very specific confidentiality or dress code, you will need to have them complete a separate agreement that you create and manage. Please do not alter the offer letter as it remains in Workday as part of a student's permanent record.

Onboarding Students

Students must complete all of their onboarding tasks before they can start to work for you. There are no exceptions to this requirement in order to keep Bentley compliant with federal laws. The SEM will work with students to help them complete their onboarding tasks. Job Managers will be required to consult the Workday report "BENSEO Student Employee Onboarding Status for JMs." This report clearly indicates the progress a student is making towards onboarding completion. JMs must look for the green flag showing 100% completion. This means the student can legally start working for you.

BENSEO- Student Employee Onboarding Status for JMs

Include Subordinate Organizations No

4 items

Worker	Hire Date	Short Notice	Has Multiple Positions	Organizations - Current (for all positions)	In Overlapping Position	Onboarding Position	Position	Supervisory Organization	Hiring Manager	Onboarding Progress	Not Started	In Progress	In Progress For > 5 Day	Complete
	09/02/2025					P29636 Monday Classroom Assistant	P29636 Monday Classroom Assistant	Test (AM) (Ryan Test)	Ryan Test	2%	Add Social Security Number Add Social Security Number Complete Federal Withholding Elections Complete Form I-9 Complete Form I-9 More (2)	Do you have a Social Security Number?		
	09/01/2025					P29569 Library Assistant -	P29569 Library Assistant	Test (AM) (Ryan Test)	Ryan Test	100%				Add Social Security Number Complete Federal Withholding Elections Complete Form I-9 Complete Form I-9 More (2)
	08/31/2025					P29533 Student Assistant -	P29533 Student Assistant	Test (AM) (Ryan Test)	Ryan Test	22%	Add Social Security Number Complete Form I-9 Complete Form I-9 Do Do Student with no SSN	Complete Federal Withholding Elections Establish Government ID Payment Election Enrollment Event		Complete Form I-9 Do you have a Social Security Number?

Here are the onboarding tasks that students must complete BEFORE starting to work. You are NOT responsible for tracking the completion of the individual items. The Student Employment Manager will manage that process.

Students with a Social Security Number	Students without a Social Security Number (International Students)
I-9 Employment Eligibility Verification	Receipt of application for a Social Security Number
Government ID (Social Security Number)	W-4 Withholding
W-4 Withholding	M-4 Withholding
M-4 Withholding	Direct Deposit Information
Direct Deposit Information	

International Students

Students who are not U.S. Citizens or Permanent Residents of the U.S. are not eligible for Federal Work Study and therefore must wait until the job search process opens to all students. There are some exceptions to this for departments who have very specific needs or require an international student (International Peer Advisors in Undergraduate Admission, for example). Like domestic students, all international students must complete all required onboarding tasks prior to starting any work assignment. However, international students will have slightly different onboarding tasks. International students are able to start working without a Social Security number, as long as they provide documentation that they have *applied* for a Social Security Number.

As a Job Manager, you will be able to provide an international student with an employment offer letter (generated through Workday), one of the documents they will need to provide to the Social Security Office. The Student Employment Manager will follow up with the student to make sure they provide their Social Security Number once it's been obtained. At that point the international student will complete the I-9 requirement.

Paying Student Employees

At the time of creating the job requisition, the SEO will determine the appropriate Pay Classification based on the job description. This responsibility belongs to the SEO so that equity and uniformity can be ensured across campus. Please keep in mind that positions with similar responsibilities are assigned the same classification level. The minimum wage in Massachusetts is currently \$15.00/hour.

It is important for you to pay close attention to student employee pay ranges as the ranges overlap. There may be jobs within each department that fall under the same pay rate therefore it will be up to you to determine a pay rate that is fair. You should take into consideration the job qualifications and responsibilities as well as the student's expertise in that particular job.

Classification	Pay Range
1	\$15.00 - \$18.00
2	\$17.00 - \$20.00
3	TBD
S	\$15.00 - \$20.00
X	TBD

Pay Classification Definitions

1. Routine clerical duties or unskilled labor. Minimal amount of skills required. Tasks are assigned and monitored by the supervisor. Does minimal work with confidential information. No supervisory responsibilities.
 2. Requires specialized skills, usually garnered through previous employment experience. Some tasks may be assigned, but students use moderate to high degree of judgment on what tasks need to be completed. Initiative is important. May work with confidential information. May have supervisory responsibility over other students.
 3. Grant funded positions that may require specialized skills or knowledge, usually garnered through previous employment experience or training. Some tasks may be assigned, but students use moderate to high degree of judgment on what tasks need to be completed. Initiative is important. May work with confidential information.
- S. Summer pay rates may vary from the academic year rates. This pay rate is for summer only.

- X. One-time jobs or specific temporary jobs, usually specialized in nature.

There are no stepped pay increases within each classification level. Students at a given classification level must be paid within that range for that level. Students moving from a higher level in one department to a lower level in a different department do not necessarily have to start at the minimum amount for that level, although they may earn less than they did at the higher level.

The Student Employment Office must approve pay increases. Decisions to increase pay are based on student performance evaluations and the requirements of the job, not necessarily longevity in the job. The Student Employment Office has final authority in classifying positions and approving pay increases.

Position Reclassification

A position may be reclassified upward or downward if a significant change in duties or responsibilities occurs. The Job Manager may initiate a request for reclassification by emailing sehelp@bentley.edu with the updated job description. It is the responsibility of the Student Employment Manager to ensure that student jobs are classified appropriately. The SEM reserves the right to notify the Job Manager when the responsibilities of a job do not align with the Pay Classification.

Payroll

The SEO is responsible for ensuring that students are entered into the payroll system and that the information on the submitted Job Offer is accurate. Supervisors are obligated to approve time sheets so they can be processed by the Payroll Office. Please be aware of the following information regarding record-keeping and payroll:

- The SEO suggests that the student and supervisor set up a permanent schedule for the semester. Supervisors should keep track of the time that the student begins and finishes work each day. This form of documentation will allow supervisors to verify the number of hours the student has actually worked during the week.
- Every other week, the supervisor must approve a student payroll time sheet for the Payroll Office by 10:00 am, Tuesday of the pay week. Student pay schedules can be found [here](#).
- Student employees should not be paid overtime. The supervisors need to monitor the total weekly hours.
- The Payroll Office issues pay on Friday of pay weeks through direct deposit. Students are required to set up direct deposit to their bank account as one of the onboarding tasks.

Budget Monitoring

Each department pays students through their Student Employment budget, developed each year for the fall, spring, and summer semesters. Budgets allocated to each department dictate the number of students a supervisor can hire; thus, it is recommended that the department cost center manager tracks student earnings and compares them to the funds remaining on the departmental budget statement. The Student Employment Office will also check student awards to prevent excessive earnings and notify the Job Manager of the remaining FWS balance. The expectation is that students will only work enough hours during the agreed upon time period during the academic year to earn money within their FWS award limit. If a student earns in excess of their FWS award, they will be reviewed to see if the FWS award can be increased. If a student's FWS award cannot be increased, they will be reviewed for BWP. If for some reason they are not eligible for FWS or BWP, they should stop working. The SEO can assist you in identifying other students who work for you who have not yet earned all of their FWS award.

Please keep in mind that 70% of your Student Employment budget should be paid to students with FWS eligibility. This helps with our ability to employ students with FWS but also allows you some flexibility in hiring. The SEO monitors the ratio of your FWS vs. BWP spending during the academic year.

Changes in a Financial Aid Award

It is possible that a student's Federal Work Study award could change during the academic year. This usually happens when a student receives additional external assistance that makes it necessary for the Financial Aid Office to adjust their FWS award.

Changes in Pay Rate

There are no automatic pay increases. A pay increase is merited if:

- The student's responsibilities significantly increase (job description must be updated)
- Additional duties are assigned (job description must be updated)
- The student's skill level has increased due to the amount of time spent in the department

If a student merits a pay increase, you can submit a change form (see FAQs) to the SEO through sehelp@bentley.edu. The change form must include the date that the new pay rate should begin and a performance evaluation. The SEO reserves the right to adjust the wage rate to maintain equity and to conform to the Student Employment Pay Scale.

Other Employment Information

In order to receive Federal Work Study funds, Bentley University must adhere to federal regulations regarding student employment eligibility, financial aid awards and general employment practices. Additionally, the University maintains its own policies regarding fair hiring practices, job classifications, satisfactory academic progress and class load. It is the responsibility of the SEO to ensure that all federal and institutional practices are adequately and fairly administered by all departments that employ students through the work programs. Failure to adhere to federal and institutional guidelines may jeopardize Bentley University's participation in the Federal Work Study program.

University and Federal Limitations

- In order to participate in any of the Student Employment Programs, a student must be currently enrolled at Bentley University.
- Students who are not half-time (at least six credits) during the academic year, are on academic suspension, are on a leave of absence, and/or are earning less than a 2.0 cumulative GPA are not eligible for FWS.
- Full-time students are not eligible for full- or part-time employment through the Human Resource Department at Bentley University.
- College policy prohibits students who are relatives of Bentley employees from working in a supervisory/subordinate role within the same department. Students should not be in a position where undue influence, directly or indirectly, is exerted regarding continued employment, promotion, compensation, or any other personnel action of that relative.

Exceptions to Maximum Hours Limitation

- When classes are in session, undergraduates and graduates may not work more than 20 hours per week. Each semester, domestic undergraduate students can seek permission to exceed 20 hours by contacting the [Office of Student Success](#). Graduate students should refer appeals to the Director of [Graduate Academic Advising & Engagement](#). If the student is approved, they will receive an email that is shared with the SEO and you, as the Job Manager. The maximum number of hours they can work is 32 because after that they would be considered full-time and benefits eligible. Therefore no one approved to exceed 20 hours can work more than 32 hours. The approval to exceed 20 hours/week must be obtained each semester.
- International students must not work more than 20 hours per week when classes are in session due to Department of Homeland Security visa restrictions.
- Students may not work in excess of 40 hours per week when classes are not in session, as student employees are not eligible for overtime pay.

Student Employee Responsibilities

These responsibilities are outlined in the Student Employment Manual for Students, but it is helpful for Job Managers to be aware of what is expected of a student employee.

- Comply with established conduct for the department of employment.
- Report promptly for work as scheduled.
- Notify the supervisor in advance if re-arranging regularly scheduled hours.
- Maintain confidentiality regarding sensitive information.
- Document accurate hours worked.
- Take a 10-minute break if working more than four continuous hours.
- Refrain from conducting personal business on the job.
- Monitor earnings in relation to work award.
- Dress appropriately for a work environment.

Rest Breaks/Lunches

Massachusetts law states that all employees who work more than six hours are required to receive a thirty-minute unpaid break, this includes student employees as well. Student employees cannot waive their right to take a break.

Performance Evaluations

Job Managers are encouraged to conduct a performance evaluation for their student employees. [Evaluations](#) are available on the SEO web site under FAQs. The form is standardized and allows for both supervisor and student comments. This evaluation becomes part of the student's permanent file and must be taken seriously by both parties. The information and comments written on the evaluation should not be a surprise to the student, but rather the culmination of a semester of effective supervision and constructive criticism. Supervisors need to allow enough time for preparation of the form and review with the student. Evaluation forms are to be signed by the student, indicating that they have seen the document.

This signature does not necessarily mean the student agrees with the appraisal but indicates that they have seen it and have been given the opportunity to make comments. Evaluations are designed to provide information on a student employee's work performance. Please keep in mind that students count on this feedback and it is important that the supervisor respond. Ideally, supervisors will meet with each student to discuss assessments individually. Students should be allowed to read, comment on and sign his/her evaluation before it is returned to the SEO.

Results should be fair, objective and direct. The evaluation should be used as a means for clarifying performance goals, motivating employees and reinforcing quality. All evaluations are kept in the student's file with the SEO. These records are confidential unless we receive a signed release form from the student. In cases where references are requested by a

potential outside employer, it is the responsibility of the immediate supervisor to carry out the inquiry.

Disciplinary Procedures and Terminating Employment

Despite screening, training and supervision, there are occasions when a student employee's performance may need to be addressed. Prior to termination, students must be informed that their work is less than satisfactory and that termination will occur unless their performance improves.

Mediation can be used if the circumstances warrant such. The SEO is available to serve as a liaison or intermediary during the disciplinary process. Grounds for disciplinary action include, but are not limited to:

- Tardiness
- Absenteeism
- Reluctance or failure to meet job requirements as listed in the job description.
- Excessive use of the telephone for personal calls.
- Excessive visiting with friends during scheduled work hours.
- Excessive use of laptops or computers for personal use, i.e. IM, Facebook, etc.

The SEO recommends that supervisors follow these guidelines when dealing with disciplinary problems:

- Verbal coaching/feedback to the student to help them understand what the problem is and how it can be corrected. It is very important to keep a written record of all events involving disciplinary issues.
- A first written warning stating exactly what unacceptable behavior is, and what needs to be done to correct the problem. This written warning needs to be documented (see sample 1). The original letter should be kept by the supervisor and a copy made for the student employee.
- A final written warning is then given if the same problem persists. This warning is in the same format as the first written warning. If it is not the same problem, the supervisor must start at the verbal coaching/feedback. The original letter should be kept by the supervisor and a copy made for the student employee.
- Termination of a student's employment may then be taken with your department, or other disciplinary actions may be warranted. The original letter should be kept by the supervisor and a copy made for the student employee.

Immediate Dismissal

At times, situations may arise that require more severe and immediate action. Grounds for immediate dismissal include, but are not limited to:

- Falsifying time sheets
- Theft
- Substance Abuse
- Disclosure or use of confidential information
- Harassment and/or threatening behavior
- Physical Assault

Additionally, students who feel as if they have been wrongfully discharged may appeal their case, in writing, to the SEO within seven days of dismissal from said position.

Resignations

If a student finds it necessary to leave a position, the SEO encourages advance notice to the Job Manager of at least one week. When ending a position prior to the end of an academic year, the student must complete a Change Form and have it signed by the JM. In all cases, a student must obtain, complete and return a Change Form before an additional Job Offer can be given out for another position.

Bias Incidents

The [Bias Incident Response Team \(BIRT\)](#) ensures students affected by bias or a bias-related incident have access to appropriate resources and assists the University in its response in situations that may impact the overall campus climate around diversity and inclusion. Students, faculty and staff should use this process to report bias related incidents that involve a Bentley University student or property.

Judicial Procedures

A situation may arise where a student's behavior may be a violation of his or her employment responsibilities and also a violation of University rules. Such situations could include theft, falsifying time sheets, substance abuse, or harassing behavior. Employers should address these concerns with the SEO. The SEO will contact the Dean of Student Affairs to discuss whether judicial action is warranted. If judicial action is taken, employers will be kept apprised of the progress.

First Written Warning Letter (Sample)

Date

Dear (Student's Name):

We have had numerous conversations regarding your behavior here at work and I have offered continuous feedback to you to help correct this behavior. For instance, on January 30, I asked you to spend more time on work and less time socializing with your friends who stop by the office. You then missed work on March 3 without notifying me in advance. This is not acceptable behavior as we discussed prior to your employment. Because of this I am giving you a written warning.

In the future you are expected to:

- Report for scheduled hours on time.
- Work while on the job.

Should you not meet these expectations, we will move to the next step and issue you a final written warning. Following the final written warning, you may be subject to further disciplinary procedures, up to and including dismissal from employment at Bentley College. Should you have any questions about the decisions that have been made please ask now.

Regretfully,
(Supervisor's Name)

I _____ acknowledge that I have read and received a copy of this warning.

Signature of Student Employee

Final Written Warning Letter (Sample)

Date

Dear (Student's Name):

You received a verbal documented warning on March 3rd in which I asked you to spend more time on work and less time socializing with your friends who stop by the office. Since that date you have shown little interest in remedying the situation. Additionally, you have missed work on several previous occasions without notifying me and again last Monday March 17th. This is not acceptable behavior as we discussed prior to your employment.

To continue your employment, you must follow the established guidelines listed below:

- You must report for scheduled hours on time.
- You are expected to work while on the job. I am willing to review these guidelines with you. If you have any questions about what is expected of you, please let me know.

This is your final warning: if there is another infraction, you will receive further disciplinary actions up to and including termination.

Regretfully,
(Supervisor's Name)

I _____ acknowledge that I have read and received a copy of this warning.

Signature of Student Employee

Employment Verifications and Personal References

As a student supervisor, you may be asked to provide employment verification or a personal reference when a student applies for employment elsewhere. These are two distinct situations and are handled differently.

Employment Verification

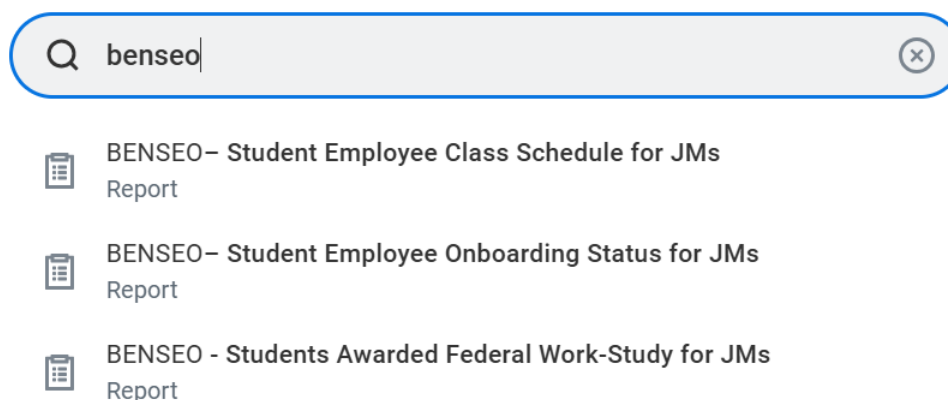
Bentley uses a third-party vendor, The Work Number, to provide the information typically required when a potential employer is seeking verification. The request should be directed to www.theworknumber.com. They will need Bentley's employer code, which is 5071666. The requestor will need to create an account in order to access the information.

Personal Reference

Students may ask their supervisor for a personal reference or provide authorization for a potential employer to request a personal reference.

Reports for Job Managers

Workday has several reports to help Job Managers with compliance requirements. Information on these reports is included in various sections of this manual, but they are included here for easy reference.



The **Student Employee Class Schedule** report is available to use after you hire a student. This report helps to ensure that you aren't scheduling the student for hours that coincide with their class schedule.

The **Student Employee Onboarding** report is a critical report for all Job Managers to use to confirm a student has completed all onboarding tasks (including I-9 employment verification) prior to starting work.

The **Students Awarded Federal Work-Study** report helps you identify students with an FWS award to help you maintain compliance with the policy of spending at least 70% of your academic year student employment budget on students who have an FWS award.